



The world
is changing.
So are we.

An Post Gender Pay Gap Report 2019

**an
post**

For your world

A portrait of David McRedmond, CEO, smiling and wearing glasses and a suit. The image is split vertically: the left side has a green-to-teal gradient overlay, and the right side shows the background of a modern building interior.

Dim

David McRedmond
CEO

Changing our world

An Post is changing, from an old world dominated by Mail and cash distribution to a new world more focused on e-commerce and financial services.

But An Post has always been about more than business. We act for the common good and our mission is to improve the lives of everyone across our country, including our colleagues. 'Decent work' is our code. Equally as Ireland has changed, so must An Post, to become an exemplar for equal opportunity. As our management board has come into balance, so will the rest of the organisation.

Our commitment to positive change is absolute. Join our journey to be a force for good, in An Post and in our world.

The global gender pay gap stands at 20.0%*

The gender pay gap in the EU is 16.0%**

In Ireland, the gender pay gap is 13.9%**

In An Post, the gender pay gap is 3.7%

* ** See inside back cover for sources

Aoife Beirne

Aoife Beirne
Chief of Staff



How we are changing

At An Post, equality is core to our values. As a founding signatory of Diversity Charter Ireland, we actively champion and work for change.

According to the World Economic Forum's Global Gender Gap Report 2018, the current pace of change means the overall global gender gap will take 100 years to close. We all need to act so positive change impacts on more lives sooner.

An Post began a major transformation in 2017. Equality, transparency and fairness are our guiding principles.

We recognise we can do more to close our gap. We need to improve how we put our values into practice. Working with colleagues throughout An Post, we have accelerated the pace and reach of positive change.

In three years we have:

- Achieved a gender pay gap of 3.7%
- Transformed from an all-male to a 50/50 gender balanced Management Board
- Reconstituted the Diversity Sub Committee of our Joint Conciliation Council, where diversity issues are discussed with our Unions
- Appointed a Diversity & Inclusion Manager and Talent & Resourcing Manager
- Recruited 50% male and 50% female candidates to our An Post Graduate Programme
- Implemented extensive conscious and unconscious bias awareness training for our Senior Management Group
- Mentored and supported talent in the organisation
- Sponsored the Irish Management Institute 30% Club Cross-Company Mentoring Programme
- Became an advocate and council member of 30% Club
- Embraced the Diversity and Inclusivity network as an active member of Women's Executive Network and Business in the Community
- Promoted work life harmony with an extensive range of programmes agreed with our Unions such as term time working, work sharing, options to work part time, enhanced parental leave arrangements, flexi time, fully paid maternity and paternity leave and career break options

Our actions show that we are serious about positive change. There is more to do, but our journey is underway. Working with our colleagues and their Unions, we are committed to completing our transformation.

“I’ve taken every opportunity offered to me since joining in 2000, never saying no to other types of work and training opportunities.

My job has allowed me an excellent work life balance, especially the term time I get every summer. In all my roles I’ve been supported by my managers and colleagues.

I have seen very positive changes and feel lucky to work for a company that is progressing and changing so fast while still striving to treat all their staff fairly and equally”.

Gach Seirbhíse
ALL SERVICES

Catherine Kelly

Catherine Kelly
Branch Manager
Sligo PO

Equal opportunity for women and men

This Gender Pay Gap Report sets out where we stand in 2019.

An Post

Pay

Mean Gap

3.71%

Median

1.32%



Why do we have a gender pay gap?

The gender pay gap is primarily due to fewer females in the An Post Management Group.

Bonuses

Mean Gap

8.45%

Median

4.24%



Why do we have a gender bonus gap?

The gender bonus gap is due to fewer females in the An Post Management Group and the legacy of females staying on the pay scale instead of transferring to the bonus scheme.

The Unions have been a positive force in ensuring men and women are paid equally for doing equivalent jobs as well as supporting our drive to have more women involved at Senior Management level.

The gender pay gap is the difference in the average hourly wage of men and women across the workforce. Our gender pay gap statistics are based on every employee working for An Post from 1st July 2018 to 30th June 2019.

Gender pay gap

How do we compare?

Global

20.0%*

UK

17.9%**

EU

16.0%***

Ireland

13.9%***

An Post

3.7%

Target

0%

* ** *** See inside back cover for sources

A portrait of a woman with long brown hair and black-rimmed glasses, smiling. She is wearing a dark blue top and has her arms crossed. She is wearing a gold watch on her left wrist and a ring on her left hand. The background is a blurred office setting with a window. A green and blue vertical bar is on the left side of the image.

Diana

Diana Parau

Graduate
IT Quality Assurance
GPO

"When I joined An Post as part of the Graduate Scheme in 2018, I was assigned a buddy to help me adapt to life in An Post. He helped me a lot throughout my journey so far.

The coaching sessions that are part of the IMI Graduate Development programme helped me identify and plan out professional and personal goals. **What I love the most about my role is that the work I do has a direct impact on the company".**

How our actions measure up

Where we are succeeding

- Our Management Board is 50% male, 50% female
- Our gender pay gap is better than most organisations
- Starting the conversation internally and externally
- Eliminating bias in our communications
- Implementing an action plan company-wide

Where we could do better

- Achieve a better gender balance at management level, as there are more men in management roles than women
- Improve the overall workforce gender balance, currently 75% male, 25% female
- Create an inclusive workplace environment for everyone
- Support our colleagues in finding opportunities to progress in An Post
- Encourage female colleagues to apply for management roles

There is now a

50/50

gender balance in the
Management Board

Below from left

Eleanor Nash

Chief People Officer

Des Morley

Chief Digital Officer

Aoife Beirne

Chief of Staff

David McRedmond

CEO

Debbie Byrne

Managing Director Retail

Garrett Bridgeman

Managing Director Mails & Parcels

Paula Butler

Company Secretary

Peter Quinn

Chief Financial Officer



"An Post is a company where I found great opportunities to progress, with coaching and mentoring from managers helping me at every stage.

Starting as a Marketing Executive in 2002, I've moved within different areas of the business, upskilling for new roles as opportunities arose.

Today I am Head of Procurement, managing an overall non-pay spend of €120m per annum".

A portrait of Louise Masterson, a woman with long brown hair and blue eyes, wearing a white V-neck top. She is smiling and has her arms crossed, resting on a white surface. The background is a bright, out-of-focus window. A vertical teal and green gradient bar is on the right side of the image.

Louise M







Louise Masterson
Head of Procurement
GPO

Our gender representation

An Post is fully committed to the UN Sustainable Development Goal to achieve gender equality and empower all women.

We're working to:

- Achieve a better gender balance at all levels
- Ensure women's full and effective participation
- Provide equal opportunities for leadership roles

Female	Male
Management Board 50% 	50% 
Senior Management Group 33%	67%
An Post Management Group 27%	73%
An Post Staff 25% 	75% 
An Post Board 31% 	69% 

We started at the top and moved from **100% male management board to 50% female, 50% male.** We are committed to improving the gender balance all at levels and every job type.

Lisa Hendrick

HGV Driver and Postal Operative Lisa Hendrick is making a career out of what she loves - driving an articulated truck. She is one of only two female truck drivers in An Post. We're driving positive change.



A portrait of Avril Orme, a woman with short dark hair, smiling. She is wearing a dark blazer over a white ruffled blouse and a necklace with a blue pendant. She is standing in front of a blurred background of green and blue shelves. Her right hand is resting on a blue metal cart. The cart has a green plastic bin on it, and the words "PROPERTY OF" and "AN POST" are visible on the cart's frame.

Avril Orme

Avril Orme
Delivery Services Manager
Belturbet
Cavan

“I started in An Post as a casual, helping out at Christmas and during my college holidays. I have a strong work ethic and wanted to advance within the company.

The mentoring I received from a manager at the start of my career gave me the skills and confidence to transform from an operative to a manager.

If you have a goal in mind, you go and meet your goal. No matter what challenges you may face, if you want it, you go for it because no one else is going to hand it to you on a plate. **Today I manage a team of 15”.**

We all need to be the change



Eleanor Nash

Eleanor Nash
Chief People Officer

Although our numbers are positive, we know our journey is not over.

As we move from the old world to the new, we need an equal and inclusive culture to support this.

We are embarking on a company-wide culture review. Our clear goal is to create a workplace where people thrive, one we are all proud of.

**To reach our goal, we need everyone to take part.
Our 2019 and 2020 priority actions for positive change are:**

1. Creating opportunities - how we recruit

We are removing bias from all recruitment processes by:

- Reviewing all job specifications to eliminate bias
- Requiring candidate pools and shortlists to be gender balanced, aiming for 50/50 gender representation, with an outer limit of 60/40
- Investigating exceptions and learning from them

2. Enabling promotion - how we support ambition

We are identifying and removing barriers to promotion by:

- Encouraging all colleagues to apply for promotion
- Supporting colleagues progression into senior management roles
- Tracking and acting upon promotion statistics
- Showcasing role models within An Post and our industry

3. Promoting change - how we support career journeys

We are providing career progression opportunities for everyone by:

- Developing clear career progression pathways
- Ensuring equal opportunity by constantly developing flexible work initiatives
- Promoting cross-departmental working opportunities to support career development

**We are committed to being
a force for good, now and
for generations to come.**

Be part of our journey by
challenging us when you
believe it is needed, and by
supporting the programmes
that will drive positive
changes for all of us, our
company and our world.

Positive change at An Post

Contact positivechange@anpost.ie

On the cover: (left to right)



Dermot Madsen

Project executive graduate,
Mails & Parcels Operations



Karan Deane

Postal Operative



Paula Butler

Company Secretary